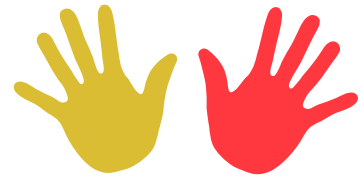




# Innovate Reconciliation Action Plan

**MARCH 2024 - MARCH 2026**





**Georgiou Group acknowledges First Nations Peoples as the Traditional Custodians and First Nations Peoples of Australia. We pay our respects to their ancestors and Elders, both past and present and thank them for enriching our nation with their cultural practices, traditions, lore and connection to Country.**

**We also acknowledge Reconciliation Australia and the important work it does to promote respect, trust and positive relationships between the wider Australian community and First Nations peoples.**

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# Our RAP Artwork Story

**Georgiou's RAP artwork was created by Marcia McGuire, owner and artist of Maali Aboriginal Designs.**

Marcia is a Whadjuk, Ballardong, Yued Noongar and Buddimaya Yamatji Aboriginal Woman from Perth Western Australia. She has always been devoted to learning about her culture for both Noongar and Yamatji bloodlines. From a young age her elders have always ensured cultural education and practices were a part of her identity.

Marcia established Maali Aboriginal Designs in 2016 with an intent to connect traditional and historical Aboriginal art to the modern world. Inspired by her ancestors traditional art, dreamtime stories and culture, Marcia's art incorporates traditional customs and designs, blending and connecting our cultures. Her unique style combines traditional and modern art through the use of colours and patterns, with personal stories woven into the concepts.

Our RAP artwork (shown right) represents our journey and vision for reconciliation. The company can be seen at the centre of the design, surrounded by arches and hands, which reflect working together hand-in-hand. Drawing from the centre is a pathway that represents 'walking together as equals.' Layered patterns illustrate the foundations and growth of Georgiou over time. In the bottom left and top right corners, Australian fauna is depicted in patterning, showing spiritual connection to our country. The arches that frame these spaces symbolise the First Nations people that Georgiou seek to form relationships with in coming years.

Visit [maaliad.com](http://maaliad.com) to find out more about Maali Aboriginal Designs







# A Message from Reconciliation Australia

## Third Innovate RAP

Reconciliation Australia commends Georgiou Group on the formal endorsement of its third Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Georgiou Group continues to be part of a strong network of more than 2,500 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types - Reflect, Innovate, Stretch and Elevate - allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Georgiou Group will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Georgiou Group using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Georgiou Group to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Georgiou Group will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Georgiou Group's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Georgiou Group on your third Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia





# Our Vision for Reconciliation

Georgiou’s vision for reconciliation is to work hand-in-hand with First Nations peoples, businesses and communities to enhance employment and training opportunities, increase our team’s understanding of the importance of reconciliation and forge strong, enduring relationships that promote recognition and respect, and ultimately, achieving our overarching RAP vision to ‘walk together as equals.’

- The 2024-2026 RAP aims to build on our earlier RAPs by:
- Taking our lessons learnt and improving our engagement with the First Nations communities
  - Supporting and mentoring emerging First Nations businesses to become long-term partners to industry
  - Growing sustainable careers for First Nations peoples across both professional and construction roles
  - Promoting a culture of awareness and respect for First Nations cultures across the business, bringing all levels of our team on the journey for reconciliation, where actions become business as usual and we are one step closer to reconciliation

This RAP also celebrates the incredible journey we’ve been on, and how the company ensures social and economic outcomes for First Nations people are achieved on our projects. As opposed to simply setting and recording target numbers, Georgiou’s intent is to incorporate First Nations businesses and people into everything we do.

As a company, we expect our shareholders to share our vision of reconciliation and strive to mirror our commitments within their sphere of influence. With operations across four Australian states or Territories, our sphere of influence extends past our employees and shareholders, to our joint venture and alliance partners, our subcontractors and suppliers and the communities in which we work.

## Our Operations

**Established in 1977, Georgiou Group is a leading national building and civil construction company, delivering a wide range of engineering services professionally and capably.**

With more than 45 years’ experience and a team of more than 1,000 located across Western Australia, New South Wales, Queensland and the Northern Territory, it is our vision to be ‘the best people to work with’. Currently, 2.3% of Georgiou’s workforce identify as First Nations people.

Georgiou provides a diverse range of civil and building construction services to government and private clients across Australia:

- In the civil sector, we provide contracting services to the following markets: transport – road and rail, urban development, oil & gas, mining, defence and water.
- In the building sector, we provide contracting services to the following markets: commercial, health, retirement and aged care, education, industrial, mining, oil and gas, public infrastructure and defence.

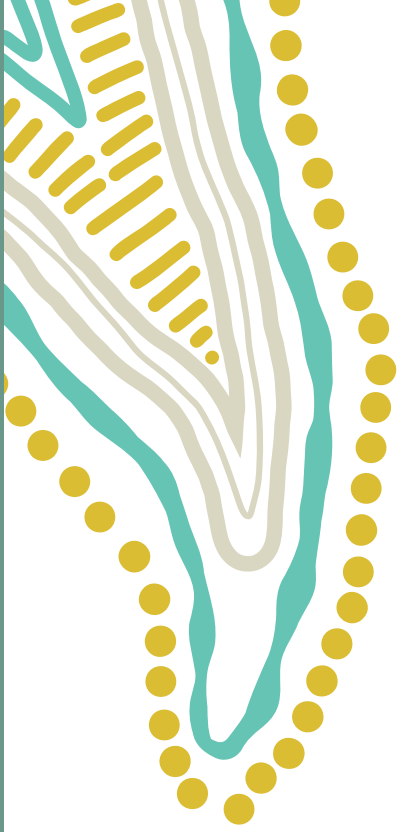
As the first construction company to have a Reconciliation Action Plan endorsed by Reconciliation Australia in 2011, Georgiou prides itself on collaborating with First Nations people at all stages of the project lifecycle through to delivery. Whether it’s engaging with community groups to understand cultural areas of significance prior to works starting, or partnering with First Nations businesses and providing development opportunities and mentoring, Georgiou’s commitment is unwavering.

Internally, the wider Georgiou team continue to respect, acknowledge and celebrate First Nation history, weaving the history and customs of the First Nations people into day-to-day business operations as we take steps towards walking together as equals.



**“Every Reconciliation Action Plan developed by Georgiou Group reiterates our commitment to walking together as equals. Our RAP is always more than just actions; it’s behaviours, it’s embedded processes and it’s a clear intention to continue our reconciliation journey. We’ve come a long way, but we are certainly not done yet.”**

**Gary Georgiou**  
Chief Executive Officer





# Our Reconciliation Journey

As the first construction company to have their Reconciliation Action Plan (RAP) endorsed by Reconciliation Australia in 2011, it's important Georgiou continue to lead the way when it comes to providing opportunity and employment outcomes for First Nations people.

These initial steps of our reconciliation journey have now matured into a business strategy where ownership is paramount, actions are deep and responsibility sits with everyone. It's no longer about meeting client requirements when it comes to First Nations involvement, it's about breaking through and taking steps towards excellence in engagement, superior employment outcomes and never-done-before programs that have tangible results and reap benefits for not only the individuals involved, but all involved.

Along with success, there have been challenges and opportunities for learning and improvement in our reconciliation journey. We recognise that there needs to be the correct resourcing and engagement with local communities and businesses to drive results. In line with our learnings, we discovered, for meaningful change to occur in our business, we need employees from all levels to be engaged.

During the development of this RAP, various representatives from various First Nations communities were engaged, with many now partners and assisting with many of the actions laid out in this document. Additionally, two external First Nations representatives joined our RAP Committee to assist Georgiou in implementing objectives and driving results.

## RAP Committee

**Simon Welfare**  
GM Engineering (RAP Champion)

**Gary Georgiou**  
Chief Executive Officer

**Jason Stern**  
Learning and Indigenous Engagement Manager

**Cassandra Walding**  
Local and Indigenous Engagement Coordinator

**Jon Williams**  
Construction Manager, NSW

**Kieren Walters**  
Construction Manager, Qld

**Gerhard Van Wyk**  
Estimating Manager

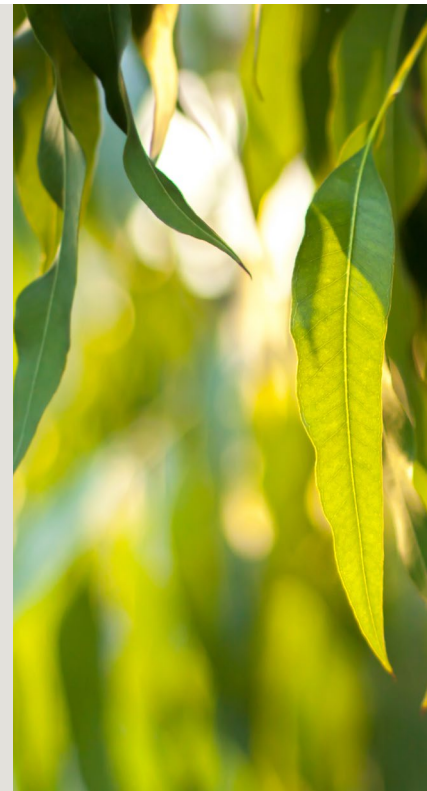
**Liam Wilson**  
Chief Executive Officer, Yurra

**Andrew Morris**  
Operations Manager, NT

**Steven Pilling**  
Construction Manager, WA

**Andrew Collins**  
Founder & Director, ColINT

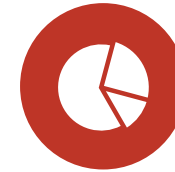
**Libby Pennisi**  
Project Controls Advisor



## Key Achievements in our RAP Journey



**Compensating subcontractors to engage Nudge trainees to help them meet targets and bring more Aboriginal & Torres Strait Islander people into the workforce.**



**De-bundling large packages to provide opportunities to emerging Aboriginal & Torres Strait Islander businesses.**



**Business-to-business mentoring workshops to support Aboriginal & Torres Strait Islander businesses (in areas potentially outside of the project remit). Topics include Commercial, Quality, HSE and Industrial Relations to support the growth and capability of First Nations businesses.**



**Aboriginal & Torres Strait Islander information sessions held that provide prospective businesses with project scope, potential packages and other information pertinent to securing work on the project. Sessions have been successfully facilitated on projects such as Tonkin Gap and Midland Junction.**



**Provided feedback sessions for unsuccessful tenders to build knowledge, capability, and confidence for future tender proposals.**



**Continued strong partnerships with Aboriginal & Torres Strait Islander providers, such as Iron Merge and JobTrail, to continue to drive First Nations employment and training opportunities on our projects.**



**Cultural protocols embedded and applied on all projects, as business as usual, regardless of client targets or contract requirements.**



**Built meaningful relationships in communities where we are either delivering projects or looking to deliver future projects ie. Darwin, Northern Territory.**



**Strengthened partnerships with NUDGE, Supply Nation, NTIBN, Reconciliation WA, Indigenous Emerging Business Forum (IEBF) and Reconciliation Australia.**



**Supporting emerging Indigenous businesses through formal and informal business mentoring to upskill their employees while building capacity.**





Wadjuk Noongar woman, Rose Walley from Yonga Solutions conducts a smoking ceremony at the Illyarrie project in Western Australia.



Quinns Rocks Primary School Yarning Circle delivered by Mitchell Freeway Extension project team in Western Australia.



Moorebank Logistics Park West project team in NSW wearing Indigenous art created by Jasmine Sarin, a proud Kamilaroi and Jerrinja woman.



The Leach Welshpool Alliance team engaged local Indigenous artists to collaborate with Queens Park Primary School students to create a community art piece in Western Australia.



Proud Juru and Gunggandji man and local artist, Nicky Bidju Pryor created the Wulgurukaba Walkway on the Townsville Ring Road Stage 5 project in Queensland.



Whadjuk, Wardandi and Baiyungu woman and artist, Dellas Bennell with her public art piece, Fishing for Black Bream that was delivered on the Tonkin Gap Alliance project in Western Australia.



# RAP Working Groups (RWG)

A key improvement to Georgiou’s Reconciliation Action Plan has been the implementation of RAP Working Groups (RWG’s) and the adoption of the 3C model – introduced in 2021. The model refers to Culture, Community and Commercial, and spans the entirety of our national organisation and the projects we deliver.

The 3C model – inspired by Yurra (one of Georgiou’s First Nations partners) - is about sustainable, long-term economic and development opportunities for First Nations peoples, which are essential to achieving improved communities and services.

The RWGs support and take ownership of their respective areas to drive organisational change and better outcomes for and with the First Nations communities we work with. The three working groups each focus on one of the 3Cs, and our approach is designed to mitigate the risks of focusing on a single area (e.g. economic development) when the reconciliation journey has many interconnected aspects that need to be addressed in a coordinated manner.

Our RWGs are currently comprised of the team members listed right.

Culture	Community	Commercial
Local and Indigenous Engagement Coordinator (Lead)	Learning and Indigenous Engagement Manager (Lead)	Project Controls Advisor (Lead)
Senior Community Relations Advisor	National People & Capability Manager	Commercial Manager
Environmental Manager	Community Relations Advisor	Project Controls Manager
Project Manager	Project Manager	Environment & Sustainability Advisor
Communications Coordinator	Communications Coordinator	Project Manager
	Environmental Manager	



Local children in Fitzroy Crossing, Western Australia, following the opening of the new Fitzroy River Bridge.



## Case Study One

# Townsville Ring Road Stage 5

**We delivered the Townsville Ring Road Stage 5 (TRR5) project for the Queensland Department of Transport and Main Roads (TMR) in 2023. The project involved duplication of a 6km section of the Bruce Highway through Condon and Bohle Plains, and construction of a new interchange to improve access to the Upper Ross area.**

The TRR5 project was constructed on land over which the Gurambilbarra Wulgurukaba peoples are the Traditional Owners and Native Title Applicants. An early positive outcome of the TRR5 project was the implementation of a Cultural Heritage Management Agreement (CHMA) between TMR and the Gurambilbarra Wulgurukaba peoples for all TMR projects on Wulgurukaba land.

In partnership with the Gurambilbarra Wulgurukaba peoples, the TRR5 project sought to deliver outcomes above CHMA requirements. Significant value was placed on incorporation of Traditional Owners' views and culture on the project, and all parties committed to ongoing, positive engagement throughout all aspects of the project.

The strong and effective partnership between the TRR5 project and Gurambilbarra Wulgurukaba peoples delivered significant cultural heritage outcomes and engagement with Traditional Owners, including:

- Design of official project artwork - displayed on the TRR5 Project Charter and on personal protective equipment (PPE) workwear proudly worn by all staff
- Mosaic burning on the project site for environment health prior to the planting of native grasses

- Monitoring of clearing activities for sites and artefacts of cultural significance
- Delivery of cultural awareness training to project staff
- Inclusion of cultural heritage material for site inductions
- Engagement of First Nations-owned businesses for goods and services
- Incorporation of First Nations artwork on infrastructure

Additionally, Georgiou committed to and exceeded contractual requirements for engagement and spend with First Nations businesses in the local area. This included awarding major works packages such as landscaping and concreting works to First Nations businesses, spending more than \$10 million with these contractors and exceeding an original target spend of \$2.7 million.

The TRR5 project has also exceeded initial targets for hours worked by First Nations staff, with 45,000 hours worked - 15,000 hours above target.





## Case Study Two

# Fitzroy River Bridge Alliance

**The Fitzroy River Bridge Replacement Project was awarded in May 2023 and involves construction of a new two-lane bridge over the Fitzroy River on the same alignment as the existing bridge which suffered significant damage in December 2022 floods.**

As the Fitzroy Valley comprises five language groups - Bunuba, Gooniyandi, Nyikina, Walmajarri and Wangkatjungka – the project team made a commitment from the outset to deliver economic and employment outcomes for the local community. With First Nations people delivering 25% of total hours on the project and representing 22% of the project team, the team continue to work closely with Kee Bundu and the Gooniyandi Aboriginal Cooperation (GAC) to bring locals onto the project. Other outcomes include:

- Establishing the Gateway Program through the local Men's Shed – a program that connects local people with jobs with the Alliance providing funding for mentors, vehicles, accommodation and training.
- Engaging 25 First Nations businesses on the project to date, with these businesses contributing 20% of the total spend. Of these 25 businesses, 15 are from Fitzroy Valley.

- Continuous commitment to cultural protocols – the team holds regular smoking ceremonies to ensure all new starters are welcomed to country. As the middle of the river divides Bunuba and Gooniyandi, the team alternates who does the ceremony on each side. Additionally, the project runs regular four-hour Cultural Awareness Training sessions.
- Orientation tours – when new starters fly-in on the chartered flight, they are met by the project's orientation team, led by their CSE Admin, Marlene Sykes – a proud First Nations woman. Marlene and her colleague drive the new starters around town pointing out landmarks, sharing stories about town and answering questions about town and the Valley before dropping the new starters to their accommodation.

**“The Fitzroy Bridge Alliance (FBA) treat the Fitzroy Valley community in an overwhelmingly respectful and dignified manner. A clear example of the respect and dignity being afforded to the Fitzroy Valley community relates to the passing of a senior Walmajarri man and the steps FBA took to ensure sorry business protocols were adhered to particularly in relation to the works being performed by the FBA. It is with sincere gratitude that I thank you and the leadership you are providing to your team and the respectful and dignified manner in which the FBA is engaging the Fitzroy Valley community.”**

**Douglas D'Antoine**

Executive Officer, Fitzroy Valley Flood Recovery Working Group





With over 260 local people employed and 26 Indigenous owned businesses contracted, the Fitzroy Bridge Alliance had a significant impact on the Fitzroy Crossing community.





## Case Study Three

# Leach Welshpool Alliance

**The Leach Welshpool Alliance (LWA) was completed in early 2023 and involved construction of a new bridge taking Leach Highway over Welshpool Road to create a grade separated interchange, in an alliance with Main Roads WA, BG&E, and Golder Associates.**

Throughout delivery, the Alliance remained committed to achieving genuine, authentic Aboriginal & Torres Strait Islander engagement as part of the project. In addition to engaging Indigenous companies such as Maali Group and Oaks Civil as subcontractors, the project partnered with Nudge to source suitable traineeship candidates. Nudge is a not-for-profit organisation which helps young people, particularly Aboriginal & Torres Strait Islander people, get into traineeships. LWA provided office space for Nudge to run a job ready training program to upskill Aboriginal candidates. LWA offered interviews to all candidates who successfully completed the program. Lynette Garlett, a successful candidate who took on a traineeship with LWA, went on to win Nudge's Trainee of the Year Award in 2022.

A total of 21 Aboriginal & Torres Strait Islander owned businesses were engaged at LWA, with a spend of more than 3% achieved - well above the 2.5% target. A level of 7.5% Aboriginal employment, less than the target 10%, was achieved at a time when sourcing and retaining

Indigenous candidates was increasingly difficult for industry due to the number of competing projects. The project maximised Aboriginal & Torres Strait Islander employee engagement through a broad program including Alliance entities and sub-alliance partner Westforce, as well as partnerships with Indigenous employment agencies.

Additionally, the project has engaged local Aboriginal Artist Justin Martin to collaborate a Community Art Project with Queens Park Primary School. Justin worked alongside the school to paint a sea container in conjunction with the students, employees and some of LWA employees. Queens Park Primary School teach the 'Six Seasons' of the Noongar nation in their school curriculum, therefore the art project provided the opportunity to build on content already being taught. The sea container was transported around the Georgiou project site where it remained visible to passing traffic. Following project completion, the sea container was donated back to the school. Justin also went on to create several art pieces along the alignment.





# Relationships

**Partner with and learn from First Nations communities and stakeholders who have knowledge and experience, fostering strong leadership for reconciliation.**

Respectful relationships help us to attract and retain employees from diverse backgrounds, whilst deepening our understanding of Country. By creating stronger connections with First Nations people – internally and externally – we can deliver greater social outcomes in all areas of our business.



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>1</b> Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations	Continue to meet with local First Nations stakeholders and organisations to develop guiding principles for future engagement	Mar 2024, Mar 2025	Project/Construction Manager(s)
	Continue to develop and implement an engagement plan to work with First Nations stakeholders and organisations	Dec 2024, Dec 2025	Local and Indigenous Engagement Coordinator(s)
<b>2</b> Build relationships through celebrating National Reconciliation Week (NRW) throughout May and elected week in 2024 & 2025	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff	Apr 2024, Apr 2025	National Communications and Brand Manager
	RAP Working Group members to participate in an external NRW event	Apr 2024, Apr 2025	Local and Indigenous Engagement Coordinator(s)
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW	Apr 2024, Apr 2025	General Manager(s)
	Organise at least one NRW event each year Register all NRW events on Reconciliation Australia's website	Apr 2024, Apr 2025 Apr 2024, Apr 2025	RAP Working Group Lead - Culture National Communications and Brand Manager
<b>3</b> Promote reconciliation through our sphere of influence	Develop and implement strategies to engage our staff in cultural learning about reconciliation	Aug 2024, Aug 2025	Chief Executive Officer
	Communicate our commitment to reconciliation publicly	Jul 2024, Jul 2025	National Communications and Brand Manager
	Continue to explore opportunities to positive influence our external stakeholders to drive reconciliation outcomes Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation	Sep 2024, Sep 2025 Apr 2024, Apr 2025	BD Manager(s) Local and Indigenous Engagement Coordinator(s)
<b>4</b> Promote positive race relations through anti-discrimination strategies	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs	Aug 2024, Aug 2025	HR Manager(s)
	Continue to develop, implement and communicate our anti-discrimination policy	Mar 2024, Mar 2025	HR Manager(s)
	Engage with First Nations staff and/or First Nations advisors to consult on our anti-discrimination policy	Dec 2024, Dec 2025	HR Manager(s)
	Continue to educate senior leaders on the effects of racism	Sep 2024, Sep 2025	HR Manager(s)



## Our Commitment

# Respect

**Raise Georgiou employee awareness of, and respect for, First Nations cultures, histories and achievements, in order to build an appreciation of life in Australia from a First Nations perspective.**

In every project we deliver, we aim to listen, learn and work with First Nations people to ensure we enhance the community and environments in which we work. As a construction company delivering prominent public infrastructure, we feel a deep responsibility in working with First Nations people to celebrate their history and aim to collaborate on artwork and design principles that continue to tell their stories for generations to come.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>5</b> Increase understanding, value and recognition of First Nations cultures, histories, knowledge and rights through cultural learning	Conduct a review of cultural learning needs within our organisation	Apr 2024, Apr 2025	Learning and Indigenous Engagement Manager
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy	Mar 2024, Mar 2025	Learning and Indigenous Engagement Manager
	Continue to implement, review and update our cultural learning strategy of all staff	Apr 2024, Apr 2025	Learning and Indigenous Engagement Manager
	Continue to provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning	Aug 2024, Aug 2025	HR Manager(s)
	70% of total employees to undertake face-to-face cultural learning activities	Dec 2025	Local and Indigenous Engagement Coordinator(s)
<b>6</b> Demonstrate respect to First Nations peoples by observing cultural protocols	Continue to increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols	Mar 2024, Mar 2025	National Communications and Brand Manager
	Update and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country	Sep 2024, Sep 2025	National Communications and Brand Manager
	Invite a local Traditional Owner or Custodians to provide a Welcome to Country or other appropriate cultural protocol at significant events each year	Dec 2024, Dec 2025	Project Manager(s)
	Continue to include an Acknowledgement of Country at the commencement of important meetings	Nov 2024, Nov 2025	General Manager(s)
	Alongside Acknowledgement to Country in corporate presentation templates, incorporate ethnographical significance and tribal connections information	Dec 2024, Dec 2025	National Communications and Brand Manager
<b>7</b> Build respect for First Nations' cultures and histories by celebrating NAIDOC week	Explore opportunities to leave a visual or cultural legacy for First Nations people(s) on all our projects	Oct 2024, Oct 2025	Project Manager(s)
	RAP Working Group to participate in an external NAIDOC Week event	Jul 2024, Jul 2025	Local and Indigenous Engagement Coordinator(s)
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week	Jul 2024, Jul 2025	HR Manager(s)
<b>8</b> Increase understanding of First Nations culture and histories through the visualisation of public art, design considerations and storytelling	Continue to promote and encourage participation in external NAIDOC events to all staff	Jul 2024, Jul 2025	National Communications and Brand Manager
	Include First Nations design and artwork considerations in relevant project plans	Jul 2024, Jul 2025	Local and Indigenous Engagement Coordinator(s)
	Consult Traditional Owners and First Nations people to determine artwork, design and storytelling strategies that reflect the project and community's needs	Jul 2024, Jul 2025	Local and Indigenous Engagement Coordinator(s)
Raise awareness and understanding of First Nations culture by respectfully promoting stories of community engagement, artwork, and design	Jul 2024, Jul 2025	Community and Stakeholder Manager(s)	



## Our Commitment

# Opportunities

**Focusing on providing opportunities in areas where we can make the greatest impact such as focusing on our direct hire opportunities to employ, train and develop First Nations People within our workforce.**

For Georgiou, our commitment lies in increasing the number of partnerships with First Nations-led businesses and investment on services from Aboriginal businesses. This not only improves our delivery success but helps create a more sustainable, diverse and inclusive construction industry.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>9</b> Improve employment outcomes by increasing First Nations recruitment, retention and professional development	Build understanding of current First Nations staffing to inform future employment and professional development opportunities by collecting and tracking of cultural (and other diversity) data for employees to review attraction, retention, advancement etc	Jun 2024, Jun 2025	HR Manager(s)
	Consult with First Nations staff on our recruitment, retention and professional development strategy	Jul 2024, Jul 2025	HR Manager(s)
	Continue to develop and implement a First Nations recruitment, retention and professional development strategy	Aug 2024, Aug 2025	HR Manager(s)
	Advertise job vacancies to effectively reach First Nations stakeholders	Sep 2024, Sep 2025	Recruitment Advisor(s)
	Review HR and recruitment procedures and policies to remove barriers to First Nations participation in our workforce	Dec 2024, Dec 2025	National People & Capability Manager
	Develop and implement an Indigenous Award to acknowledge and promote proactive strategies in the workforce to support the development and promotion of Indigenous candidates nationally As part of the annual pay parity review, ensure there is parity representation of First Nations peoples across the business	Jan 2025 Jun 2024, Jun 2025	National People & Capability Manager HR Manager(s)
<b>10</b> Explore development of a school-based program or scholarship aimed at exposing First Nations students to construction	Explore new relationships with First Nations internship and work experience organisations to create opportunities in each region	Sep 2024	Learning and Indigenous Engagement Manager
	Engage with universities to provide work experience placements for Aboriginal School or Engineering graduates	Feb 2025	Learning and Indigenous Engagement Manager
	Create an internal Business Case to establish a Georgiou First Nations Scholarship Program	Sep 2025	Learning and Indigenous Engagement Manager
<b>11</b> Increase First Nations supplier diversity to support improved economic and social outcomes	Develop and implement a First Nations procurement strategy	Mar 2024, Mar 2025	Commercial Manager(s)
	Continue our Supply Nation membership	Mar 2024, Mar 2025	Senior Project Controls Advisor
	Develop and communicate to employees and subcontractors a list/guide of First Nations businesses that can be used to procure goods and services	Oct 2024, Oct 2025	Senior Project Controls Advisor
	Review and update procurement practices to remove barriers to procuring good and services from First Nations businesses	Mar 2024, Mar 2025	Chief Financial Officer
	Develop commercial relationships with First Nations businesses	Mar 2024, Mar 2025	Commercial Manager(s)
	Develop sponsorship strategy for First Nations organisations and events, including but not limited to Aboriginal Supplier Forums Establish a business mentoring program where learnings are based down to external stakeholders to assist in the development of their RAP	Apr 2024, Apr 2025 Dec 2025	Local and Indigenous Engagement Coordinator(s) Local and Indigenous Engagement Coordinator(s)



# Governance

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>12</b> Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP	RAP Committee meet bi-monthly to oversee the development and endorsement of our RAP	Apr 2024, Jun 2024, Aug 2024, Oct 2024, Dec 2024, Feb 2025, Apr 2025, Jun 2025, Aug 2025, Oct 2025, Dec 2025, Feb 2025	Learning and Indigenous Engagement Manager
	Meet at least quarterly to drive and monitor RAP implementation	May 2024, Aug 2024, Dec 2024, Mar 2025, Jun 2025, Sep 2025, Jan 2026	Learning and Indigenous Engagement Manager
	Appoint an internal RAP Champion(s) from senior executive	Mar 2024, Mar 2025, Mar 2026	Chief Executive Officer
	Maintain First Nations representation on the RAP Working Group	Mar 2024, Mar 2025, Mar 2026 Dec 2024, Dec 2025	Learning and Indigenous Engagement Manager
	Annually update Terms of Reference for the RWG	Feb 2025, Feb 2026	Learning and Indigenous Engagement Manager
<b>13</b> Provide appropriate support for effective implementation of RAP commitments	Define resource needs for RAP implementation	Mar 2024, Mar 2025	Learning and Indigenous Engagement Manager
	Continue to engage senior leaders and other staff in the delivery of RAP commitments	Mar 2024, Mar 2025	Learning and Indigenous Engagement Manager
	Refine and maintain appropriate systems to track, measure and report on RAP commitments	Dec 2024, Dec 2025	Project Controls Manager
	Ensure strong Executive voice championing our RAP	Mar 2024, Mar 2025, Mar 2026	Chief Executive Officer
	Attract, retain and build our internal RAP Champions from across the business	Dec 2025	Learning and Indigenous Engagement Manager
<b>14</b> Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	Contact Reconciliation Australia to verify that our primary and secondary contact details are up-to-date to ensure we do not miss our on important RAP correspondence	Jun 2024, Jun 2025	Learning and Indigenous Engagement Manager
	Contact Reconciliation Australia to request our unique link to access the online RAP Impact Measurement Survey	Aug 2024, Aug 2025	Learning and Indigenous Engagement Manager
	Complete and submit the RAP Impact Measurement Survey to Reconciliation Australia	Sep 2024, Sep 2025	Learning and Indigenous Engagement Manager
	Report RAP progress to all staff and senior leaders quarterly	May 2024, Aug 2024, Dec 2024, Mar 2025, Jun 2025, Sep 2025, Jan 2026	Learning and Indigenous Engagement Manager
	Publicly report our RAP achievements, challenges and learnings, annually	Mar 2024, 2025	National Communications and Brand Manager
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer	Feb 2026	Learning and Indigenous Engagement Manager
	Quarterly reports provided to the Leadership Team (LT) and Advisory Board	May 2024, Aug 2024, Dec 2024, Mar 2025, Jun 2025, Sep 2025, Jan 2026	Learning and Indigenous Engagement Manager
	Projects to report quarterly on expenditure relating to the procurement of First Nations goods and services	May 2024, Aug 2024, Dec 2024, Mar 2025, Jun 2025, Sep 2025, Jan 2026	Project Manager(s)
<b>15</b> Continue our reconciliation journey by developing our next RAP	Register via Reconciliation Australia's website to begin developing our next RAP	Aug 2025	National Communications and Brand Manager



**Care.**   
**Integrity.**  
**Excellence.**

## **Get in touch**

**Jason Stern**

Learning and Indigenous Engagement Manager

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